

# Tool 1: Instructions for Creating a Memorandum of Understanding

Developing and implementing an outcome-oriented SRO performance evaluation requires that law enforcement and school personnel collaborate to improve school safety. A Memorandum of Understanding (MOU) is an agreement between the law enforcement agency and the school that facilitates collaboration by defining the roles and responsibilities of the individuals and the organizations involved in the effort.

The MOU should address the following issues:

- **Collaboration objectives** that outline the purpose of the collaboration
- **Roles and responsibilities** of the individuals and organizations participating in the effort
- **Data sharing parameters** that detail which data will or will not be shared among the individuals and agencies participating in the effort, and how data will be shared
- **A communication strategy** outlining how project information will be communicated to and between the collaboration partners
- **A timetable** with major project milestones and dates

The MOU should be developed collaboratively by school and law enforcement representatives. It should be signed by the chief or sheriff of the law enforcement agency and the principal of the participating school. Furthermore, all collaboration participants should be familiar with the specifics of the MOU.

## ***Outcome-Oriented School Resource Officer Performance Evaluation Memorandum of Understanding Between Apple Valley Police Department and Apple Valley High School***

The **Apple Valley Police Department** (referred to hereinafter as the "P.D.") and **Apple Valley High School** (referred to hereinafter as the "School") hereby enter into a Memorandum of Understanding for the development and implementation of an outcome-oriented performance evaluation process for the School Resource Officer (SRO) working in the School.

### **Collaboration Objectives**

- To involve the SRO, SRO supervisor, school administrators, and customers of the SRO to set school safety goals for the School and brainstorm about activities the SRO can do to achieve these goals
- To develop outcome-oriented, school-specific SRO performance evaluation measures
- To monitor the activities of the SRO to ensure that activities lead to the desired outcomes
- To assess whether the SRO achieves the expected results
- To integrate the outcome goals into the SRO's performance evaluation
- To use the findings to improve school safety in future years

### **Roles and Responsibilities**

The P.D. is committed to involving the SRO, the SRO's supervisor, school staff, students, parents, and others with an interest in safety at the School in setting school safety goals for the SRO to strive to achieve through his/her role as educator, problem-solver and law enforcement/safety specialist. The P.D. will support the project and team members by committing the SRO to participation and an SRO supervisor to oversee the effort, providing relevant police data, assisting in the design and implementation of any data collection instruments and data analyses, providing meeting space as needed, and donating refreshments for three meetings. The findings from this process will be incorporated into the SRO's performance evaluation.

The School is committed to involving the SRO, SRO supervisor, school staff, students, parents, and others with an interest in safety at the School in setting school safety goals for the SRO to strive to achieve. The school will support the project and team members by committing an assistant principal to coordinate the school resources, providing relevant school data, assisting in the design and implementation of any data collection instruments and data analyses, providing meeting space, providing supplies such as paper and flip charts, and donating refreshments for at least one meeting.

**Team Leader:** The Team Leader for this project will be \_\_\_\_\_ (SRO supervisor). The Team Leader will act as primary liaison and communicator with the Core Group and the Customer Team Members.

**Core Group:** Officer \_\_\_\_\_ (SRO), Sergeant \_\_\_\_\_ (SRO supervisor), and \_\_\_\_\_ (Assistant Principal) will serve as the Core Group. The Core Group will act as champions to the project, oversee project direction, conduct initial outreach with Customer Team Members, and assist with data collection and analysis efforts as needed.

**Customer Team Members:** Customer Team Members may include parents, students, school administrators, teachers, school counselors, deans of students, custodians and other school staff or others with a vested interest in safety at the School. They will be selected by the Core Group and are school safety customers of the SRO. Also included are representatives from both the P.D. and the School that can provide expertise in data collection and analysis. Customer Team Members will participate in at least three customer meetings over the course of the school year and may help with data collection, data analysis, or implementing activities to reduce crime and disorder problems.

### Data-Sharing Agreement

Students' privacy rights must be maintained. No individual-identifying data will be revealed to collaboration participants as a group. This agreement includes information that is learned from data-gathering techniques such as surveying and interviews. Any surveys that are conducted will be completed anonymously.

Data findings will be shared at project meetings. The school principal or assistant principal, SRO, and SRO's supervisor will be provided an opportunity to review the data and offer any necessary corrections or caveats before its presentation to the customer group.

### Communication Strategy

Monthly conference calls, and when necessary, e-mail exchanges will occur between the Team Leader and the Core Group. Conference calls will address the current project tasks as well as future project tasks. Every effort will be made to review project progress and check progress against the project timetable.

Communication will occur at least quarterly with the Customer Team Members to ensure that members are kept up to date and involved in the project. The customer meetings may serve as members' quarterly updates.

Communication with other communities, such as other schools and law enforcement agencies, will be made on an ad hoc basis. Communication with the media must be reviewed by the Team Leader and approved by the executives of the School and the P.D.

### Project Timetable

Major milestones of the project include:

March 2005:	Select Customer Team Members
March 2005:	Prepare initial meeting logistics
March 2005:	Hold first customer team meeting
April 2005:	Prepare for second team meeting
April 2005:	Conduct second customer meeting
May 2005:	Collect baseline data
Sep. 2005–April 2006:	SRO implements activities
May 2006:	Collect follow-up data
June 2006:	Convene last customer meeting for the school year

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Chief of Police

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
School Principal